

# Focus on solutions – emphasis on quality



## CPS Human Resource Services Agency Profile

CPS offers high-quality, comprehensive, and effective human resource services exclusively to public agencies, nonprofit organizations, and institutions of higher education. As an independent and self-supporting public agency with offices nationwide, we help our clients discover innovative and quality solutions to their complex and ever-changing HR needs. In business for 70 years, CPS is a leader in helping organizations improve their HR processes.

Professionally equipped with a wide-range of human resource products and services, CPS is able to help any public agency or nonprofit improve its HR practices. Our services include four areas of expertise: Examination Services which encompasses a wide-range of support such as test rental, test development, certification and licensing, and assessment centers; Consulting Services to identify clients' essential managerial competencies, develop strategic workforce plans, perform complex classification and pay reviews, conduct personnel audits, and more; Executive Search which helps recruit for a variety of key executive and leadership positions; and Training Services to help educate managers and employees on issues ranging from employment law and new manager training to developing job analyses for HR analysts.

CPS also provides financial grants to public agencies through its CPS/IPMA-HR grant program. These grants fund innovative solutions to public sector HR projects.



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## Year Highlights

- CPS Human Resource Services names Jerry Greenwell agency CEO
- Transportation Security Administration (TSA) renews CPS contract
- CPS opens 20 offices across the country
- CPS awards 21 grants to nonprofit charities nationwide
- CPS Senior Manager Bob Lavigna serves as IPMA-HR president

## Our commitment to success

Throughout our 70-year history, CPS has maintained our commitment to improve public sector human resources in all forms of government. This year has been no exception! As our annual report will show, the CPS project team has been hard at work, delivering results-oriented solutions to our clients to satisfy their HR needs. In fact, as our agency continues to grow and serve more than 2,000 public agencies and nonprofit organizations across the United States and throughout the world, our resolve to enhance public sector HR grows even stronger.



Our clients are equally committed, demonstrating their resolve in their eagerness to embrace CPS' best practices solutions to recruit, test, hire, and compensate the next generation of public sector employees, thus ensuring the long-term viability of their organizations.

An entrepreneurial government agency, CPS serves only government and nonprofit organizations—public entities that face unique and complex issues that require specialized knowledge, skills, and abilities of their employees. CPS works hand-in-hand with our clients to address those challenges, such as proactively developing broader and deeper training programs to confront a growing experience gap created by the massive exodus of retiring baby boomers.

The recent renewal of our contract with the Transportation Security Administration (TSA), in which we provide recruiting, testing, and assessment of security screeners at more than 430 U.S. airports, is another example of our commitment to improvement and innovation in HR processes and a validation that our solutions work for our clients.

The transition in CPS leadership was among the most significant events in 2004. In June, Co-Executive Director Jerry Greenwell became the agency's new CEO. With CPS Board approval, Pam Stewart and Ed Cole, who led the agency for more than 15 years, had the vision to implement a leadership succession plan that enabled a smooth transition in the executive office.

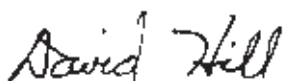
Another significant change was the addition of a Senior Manager of Human Resources. The addition of this new position was a significant event to our organization. In the past, CPS managed our own HR affairs as our entire staff is comprised of HR professionals. But as business and staff grew, the need for a coordinated HR effort became clear. After a nationwide search handled by the CPS Executive Search team, Linda Kegerreis accepted the newly created role. Linda's role is vital to CPS as we continue our nationwide expansion. She has already provided significant guidance on several organizational policies and regional office issues.

We are also thrilled to have gained The City University of New York (CUNY) as the newest CPS Board member agency. Brenda Malone, Vice Chancellor for Faculty and Staff Relations, will serve as CUNY's representative to the CPS Board of Directors. With ten member agencies, the CPS Board now has coast-to-coast membership. We also wish to welcome two new Board members: Floyd Shimomura from the California State Personnel Board and Mark Norris from the County of Sacramento.

This year, we also saw the retirement of longtime Board member Walter Vaughn, who represented the California State Personnel Board for more than seven years. We will miss Walter's knowledge and insight into the challenges public agencies experience, and we thank Walter for helping CPS become the organization we are today.

We are very fortunate to have a Board and an employee team who are passionate about the future of our organization. As we enter this new era, we will continue to build upon the successes we have enjoyed over the past 70 years. We will face the new challenges that await us with enthusiasm, energy, commitment, and with extraordinary, quality solutions that get results for our clients.

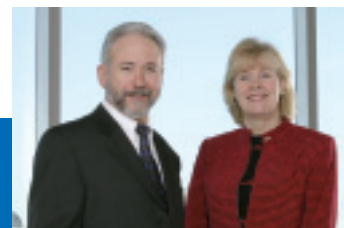
Sincerely,



David Hill  
Chair of the Board and  
HR Director for the City of Anaheim



Jerry Greenwell  
Chief Executive Officer



## Thank you Pam and Ed for your leadership

Since 1988, Pam Stewart and Ed Cole have served CPS Human Resource Services with distinction. Having served on the CPS Board of Directors, Pam Stewart brought a keen awareness of the needs of the agency when she was asked to serve as the Executive Director. "When I first joined CPS, it was a very small agency providing selection services, test rentals, and some general consulting primarily in California. Ed and I envisioned a

national presence with multiple offices and clients in each state and even internationally. We also dreamt of an employee team that was energized, committed, and happy. I can honestly say that our dreams have come true!" commented Pam Stewart.

Pam and Ed came to CPS as a team, bringing with them their unique brand of leadership. They built a superior organization and created the

foundation and culture that exists today. "In the early days, we worked tirelessly to build an organization that focused on its mission of improving HR in the public sector and was a great place to work. Today, I can attest that we have and continue to deliver on our mission and are considered by CPS employees to be a great place to work," added Ed Cole.

Today, Pam and Ed continue to build

their legacy at CPS. Both have taken on new roles and responsibilities in the organization to help build upon their successes.

On behalf of the CPS employees, the management team, and the Board of Directors, it is with sincere gratitude that we thank Pam and Ed for making CPS among the leaders in providing HR services to public agencies across North America and around the globe.





## Empowering Clients: Creating quality solutions for dynamic performance

Creating innovative solutions to satisfy client needs involves customizing an approach from our vast repository of expertise. CPS contracted with the National Institute of Allergy and Infectious Diseases (NIAID), within the National Institutes of Health, for its project in Mali, Africa. The project offered an ideal opportunity to draw from our broad range of knowledge and diligently respond to this international venture.

“Going to Mali, Africa, brought extra value to our client. Our presence there provided our team with a first-hand understanding of the project and issues. It also signaled to all Malian stakeholders NIAID’s intention to develop a collaborative and transparent approach that honors individual cultures and integrates their visions for future infectious disease research.”

*Gib Johnson*

CPS was asked to help NIAID develop an administrative and organizational structure that would not only position the organization to continue and expand its malaria and HIV/AIDS research but also build scientific and economic capacity in Mali. Under the leadership of Senior Manager Gib Johnson, CPS experts first familiarized themselves with the NIAID internal operations to identify the organization’s sense of shared purpose and vision for Mali research. Secondly, Johnson and his team visited Mali, where they interviewed nearly 100 people, including scientists, doctors, senior and junior researchers, and government ministers, as well as the chiefs of staff to the President and Prime Minister, to learn their perspectives and vision for health and scientific research in their country.

Our decision to provide hands-on organizational development services, rather than taking an expert consultant approach, facilitated the creation of a shared vision for the future of infectious disease research between Mali and NIAID. The Malians are building an infrastructure that performs research and provides medical services independently, putting themselves in a position to receive donor funds from other entities, including international governments, agencies, and private foundations.

NIAID and Mali now have an administrative structure that will facilitate malaria and HIV/AIDS research while honoring the cultural values of the Malians. In addition, NIAID has a blueprint of operating principles that are relevant as it moves forward to expand its international scientific efforts into other countries.

CPS was pleased to demonstrate that our processes work as well in other countries as they do in the United States. The successful performance of our contract further validated our customized approach to finding quality solutions in our commitment to improve HR in the public sector.

## Building a Foundation: Focusing on solutions for licensing and certification programs

CPS has long been recognized as the provider of choice for examination services. This year CPS expanded our licensing and certification services, a strategic direction reflected in our new unit name: Testing, Licensing, and Certification (TLC). Under the leadership of Senior Manager Kate Hill, we focused on expanding our business unit—further developing our staff and systems to assist in the complex affair of effectively administering a certification or licensing program.

“Organizations that certify or license individuals can count on CPS’ Testing, Licensing, and Certification specialists to take you step by step and help make common sense of the entire process. Whether your program is new or is one that needs some attention, our specialists will work with you to customize our services to assure your program meets the highest level of professional standards.”

*Kate Hill*

TLC is targeting emerging professions and start-up certification organizations in the public and non-profit sectors that can benefit from CPS’ cost-effective, high-quality solutions. The Society for Animal Welfare Administrators (SAWA), a professional association for executives and managers of animal shelters, is an example of such an organization and one of several new clients. CPS is working with SAWA in a multi-pronged approach to develop a sound certification program. We completed role delineation, developed requirements for exam eligibility, and created and administered the first exam for Certified Animal Welfare Administrators.

TLC experts are advising SAWA on governance and structural issues to strengthen credibility and to prepare the program for accreditation by the National Commission for Certifying Agencies.

In Canada, CPS and the Canadian Academy of Physician Assistants (CAPA) have developed a certification process and program that will lead to the CCPA credential – Certified Canadian Physician Assistant. We are creating a customized, interactive on-line system to support CAPA’s certification program, which TLC will then manage. The on-line system enables certificate holders to submit continuing education credits and communicate via email for statements of certification status and other important updates.

This year CPS’ Testing, Licensing, and Certification unit provided services for more than 450 public agencies and over 150,000 candidates. We continuously improve our systems and processes to provide the best services to our present clients and those we will serve in the future.







## Delivering Quality Candidates: Identifying top talent for public safety leadership positions

The CPS Assessment Services division experienced a growth of 40% over last year as a result of gaining 10 new public safety agency clients. This unparalleled increase reflects our extensive expertise in identifying and assessing the skills and characteristics crucial to leadership in the public sector. The City of Akron, Ohio, Police Department; Orange County Fire Authority in California; Denver Fire Department in Colorado; Albuquerque Fire Department in New Mexico; and the Boca Raton, Florida, Police and Fire Departments are among the newest CPS strategic partners to benefit from our customized assessment processes.

“Our clients have the unique opportunity to work with people who understand their needs from a public sector and industry perspective, while getting top quality expertise and services. Our business model keeps the process cost-effective.”

*Matt Gruver*

Our Boca Raton efforts addressed distinctly different needs. The Fire Department needed an independent exam administrator to ensure the integrity of its fire lieutenant's assessment, which was previously administered in-house. CPS experts combined their vast public safety knowledge and public sector experience with the latest technology to develop and administer a customized assessment process that included an interactive fire scene and comprehensive candidate feedback. Our process provided the objective point of view the situation demanded, thereby ensuring the comfort to earning the trust of the candidate group and departmental administration while solidifying a long-term partnership with the client. Boca Raton's Police Department sought to improve services for its previously outsourced police sergeant's exam. The CPS team of experts isolated core leadership and supervisory competencies to design and develop the exam, successfully identifying those individuals ready to move into supervision.

With the ever-changing workplace environment and the need for real world solutions, the CPS Assessment Services team has built a nationwide reputation for helping law enforcement and fire service agencies identify and assess top supervisory and management talent. Our consistent success has positioned CPS as the provider of choice to public safety agencies from coast to coast.



## Educating Professionals: HR Academy expands staff knowledge for a new era

Finding innovative solutions to a growing need was the reason CPS was among the first to launch an HR Academy focused solely on educating future generations of public sector HR professionals. The five-course CPS HR Academy was first introduced in 2003. Already more than 230 HR professionals have enrolled in the program; 45 students have completed the required courses and have received an HR Academy graduation certificate and continuing education credits from California State University, Sacramento.

**“CPS created the HR Academy as an innovative way to further develop the skills and practices of HR professionals. Our instructors are seasoned public sector experts who are committed to educate the next generation of HR practitioners. With the success of the program, we plan to expand the Academy into other regions of the country.”**

*Susan Helland*

The Academy is a direct response to the lack of specialized training in public sector HR. The need is compounded by a growing experience gap left behind by baby boomers retiring in significant numbers.

Working in partnership with the College of Continuing Education at California State University, Sacramento, CPS formed an advisory board representing public agencies to develop a highly focused curriculum aimed at advancing the knowledge base of HR professionals. Using experienced HR practitioners from the public sector as instructors enables students to gain valuable and realistic insight into government HR processes.

The courses, geared for professionals with limited HR experience, provide practical, hands-on information from a public sector HR perspective, including the influence of politics, funding, and the challenge of finding creative HR solutions within the strict parameters governing the public sector. For example, the “Fundamentals of HR” presents the ethics and communication vehicles that facilitate public agencies’ obligation to operate under full public scrutiny. Other courses address the merit or civil service hiring systems written into the charters of many public agencies by teaching the principles and procedures of classification and compensation, exam development, recruitment, and exam administration unique to the public sector.

CPS deliberately structured the courses to facilitate the development of peer networks, which support and further the profession as well as individual students. The Academy also encourages mentor relationships to strengthen ties among HR professionals.

The scope and complexity of the HR Academy is an ideal fit for our expertise and demonstrates another quality solution in our commitment to further the improvement of HR in the public sector.





*Performance  
Management  
An International  
Perspective*

IMPSA Conference

19 August 2004

Bob Lavigna

Senior Manager for CH  
CPS Human Resource

President, IPMA-HR



## Top Talent: CPS attracts the profession's best

CPS is committed to attracting the top talent in the HR profession. With our promise to improve HR at all levels of government and in nonprofit agencies, CPS is dedicated to investing in people who know the human resources business, who understand public sector and nonprofit needs, and who can deliver quality products and services.

**“While I was IPMA-HR president (and president-elect before that), I was also program manager for the TSA project. In spite of the urgency of our work with TSA, CPS never wavered in supporting me and IPMA-HR. That’s just one example of our CPS values and exceptional commitment to public sector HR.”**

*Bob Lavigna*

Relying on our vast network of contacts in the HR profession, we have assembled a team of the most talented and highly skilled professionals in the country. By hiring the best, CPS team members focus on finding solutions that exceed our clients’ expectations.

One person who stands out is Bob Lavigna, the CPS Senior Manager who directs the Client Services Group-East (CSG-E). Lavigna has more than 30 years of public sector experience at all levels of government, has won numerous awards, is active in professional associations, and has written and spoken extensively on HR best practices.

As the manager in charge of CSG-E, Lavigna is responsible for delivering CPS products and services to clients in the midwest, south, and east. He also served from 2002-04 as program manager for the CPS Transportation Security Administration (TSA) contract that earns CPS more than \$100 million a year. In addition to these responsibilities, he was the 2004 national president of the International Public Management Association for Human Resources (IPMA-HR).

Lavigna’s commitment to our clients is matched by his dedication to professional organizations that improve government and government HR. He is also a Past Chair of the American Society for Public Administration Section on Personnel. In his role as IPMA-HR president, Lavigna traveled the U.S. and the world to represent the 6,400 IPMA-HR members at conferences and symposiums that focused on critical issues such as the role and future of HR, workforce planning, recruiting and retention, the aging and retiring government workforce, best practices in HR, and performance management.

It is because of the expertise and commitment of Bob Lavigna—and all of our top talent—that CPS can serve our clients with visionary leadership, innovative solutions, responsive service, and proven methodologies that address the critical challenges that public sector HR faces, today and in the future.

## **Investing in Our Profession and Communities: CPS displays its values through professional and community involvement**

CPS Human Resource Services firmly believes that the success of any organization is strengthened by giving back to its profession and community. CPS gives back by creating opportunities for nonprofit and public agencies to apply for and receive grant funding. Internally, CPS allows its employees to contribute by giving them company time to devote their energy and passion to volunteering.

**“Our Community Action Network (CAN) and IPMA-HR partnership not only give back to the community and profession, they engage our staff—not just to give back, but to be involved. A workforce that’s energized and engaged is satisfied and productive. Business success and client satisfaction naturally follow.”**

*Jerry Greenwell*

### **CPS and IPMA-HR partner to promote innovation in public sector HR**

CPS and International Public Management Association-Human Resources (IPMA-HR) joined forces two years ago to provide local and state government agencies with grants that fund innovative HR initiatives. Three \$30,000 grants, funded by CPS, were awarded to agencies across the country, each of which proposed projects that embody the attributes of quality, fairness, and equity and can be used as models in other public agencies.

The programs selected promote improvements and the modernization of HR that shrinking public sector budgets could not otherwise fund. Of the 25 proposals submitted, the agencies selected were Alameda County Probation Department in California, Department of Budget and Management in Maryland, and the City of Lansing, Michigan. The Alameda County program pilots an employee development and retention strategy; Maryland’s grant supports work-study and mentoring; and Lansing’s program initiates innovations in hiring procedures.

What’s most exciting about the CPS/IPMA-HR grant program is that each of the grant recipients makes its findings or program available to other public agencies. It is our hope that what is learned by one agency can be shared by other agencies.

Working side-by-side with IPMA-HR to provide grants to public agencies, CPS is working hard to leverage ideas, to promote best practices, and to deliver quality solutions in its commitment to further the improvement of HR in the public sector.

### **CPS employees, clients, and the community are enriched by a passion for involvement**

To deepen our commitment to the community and to increase staff involvement, the CPS Board of Directors and Jerry Greenwell, the agency’s CEO, launched a new program — Community Action Network (CAN).



▲ Pictured from left to right are CPS Employees Veronica Lara, Brian Gegan, Susan Yee, and Teresa Howard

Roberts Family Development Center  
Sacramento, California  
2004 CPS CAN Grant Recipient

A committee of enthusiastic and dedicated CPS employees was formed to create and implement a nationwide grant recruitment and selection process. Employing strategies similar to those we use to help clients recruit, select, and hire their workforce, CPS successfully formulated a plan to solicit and fund quality nonprofit programs in the community to help people improve their lives.

The success of the program resulted in CPS receiving 55 grant applications. After an extensive review process by the CPS CAN grant committee, more than \$100,000 was awarded to 21 nonprofit agencies nationwide that provide programs and services to children and families. The CPS employees embraced the concept of helping others in the community, and the excitement around the CAN grant program continues to gain momentum among our employees from the results that are already being received from the funded agencies. The regions served by CPS include Sacramento, California; Madison, Wisconsin; Washington, D.C.; Chicago, Illinois; and Atlanta, Georgia.

In the future, the CAN program will strive to reach even more community-based organizations. In addition, CPS also believes in giving more than financial support to nonprofit agencies. This year, CPS formalized a policy giving each employee up to eight business hours, per quarter, to volunteer at a nonprofit organization of his or her choice.

CPS is proud of its employees and their focus on giving back to the communities where they live and work.



## Financial Highlights

As of June 30, 2004, CPS revenues were \$156,986 million. Growth in our Federal contracts and other business units contributed to this phenomenal expansion. The success of our performance is directly related to our focus on delivering solutions and quality results for our clients.

### CPS Financial Highlights (in thousands) Fiscal Year Ending June 30, 2004

	2004	2003	2002
Total Operating Revenue	156,986	43,716	16,864
Total Operating Expenses	148,654	41,183	15,510
Increase in Net Assets	8,332	2,533	1,354
Total Assets	41,653	22,350	12,867
Total Liabilities	21,928	10,957	4,006
Net Assets	19,725	11,393	8,861



## Board of Directors

### David Hill

Chair of the Board and HR  
Director for the City of Anaheim

### Floyd Shimomura

Executive Officer  
California State Personnel Board

### Gwen McDonald

Director of Human Resources  
East Bay Municipal Utility District

### George Cole

Director of Classified Personnel  
Hayward Unified School District

### Claudette Enus

Director of Human Resources  
City of Las Vegas

### Mark Norris

Director of Finance  
County of Sacramento

### Andrea Gourdine

Director of Human Resources  
City-County of San Francisco

### Ray Myers

Director of Human Resources  
County of Sonoma

### Karen Timberlake

Director  
State of Wisconsin Office of State  
Employment Relations

### Brenda Malone

Vice Chancellor for Faculty  
and Staff Relations  
The City University of New York

## Management Team

### Jerry Greenwell

Chief Executive Officer

### Dave Caffrey

Senior Manager  
State Government Services

### Ed Cole

Director of Business Strategy and  
Organizational Development

### Brian Gegan

Chief Information Officer

### Mertianna Georgia

Senior Manager  
Local Government Services

### Fili T. Gonzalez

Chief Financial Officer

### Matt Gruver

Senior Manager  
Assessment Services

### Susan Helland

Senior Manager  
Client Services Group–West

### Kate Hill

Senior Manager  
Testing, Licensing, and Certification

### Gib Johnson

Senior Manager  
Client Services Group–Federal

### Linda Kegerreis

Senior Manager  
Human Resources

### Robert Lavigna

Senior Manager  
Client Services Group–East

### Kelly Montgomery

Senior Manager  
Executive Search

### Pam Stewart

Director of Partnerships and  
Community Development

### Mike Willihnganz

Senior Manager  
Test Development and Test Rental

### Bill Zanow

Senior Manager  
TSA Contract Program Manager

## CPS wins 2004 Workplace Excellence Leader award

CPS Human Resource Services is the 2004 recipient of the Sacramento Workplace Excellence Leader (SWEL) award. The award is presented annually by the Sacramento Area Human Resource Association (SAHRA) to both private and public sector companies. This award is in recognition of their outstanding commitment to a culture that fosters a supportive environment and promotes individuality and empowerment. Last year CPS was the second runner-up.

CPS was selected based on the organization's commitment to its employees and clients. Evaluation criteria included leadership, financial success, growth opportunities, generous work-life programs, excellent benefits, and flexible work schedules. The nomination was submitted by our employees who believe CPS is a great place to work.

## Home Office

### California

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Government Consulting

Certification and Licensing

Examination Services

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Assessment Centers